



# **Competitive Exam Materials**

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Chief of Police

**Police Chief Candidate:**

**Ronald Davis**



**City of Seattle**



## Semi-Finalist Candidate Profile

Chief of Police

### Ronald Davis

#### Professional Education

Bachelor of Science, Southern Illinois University

Graduate, Senior Executives in State and Local Government, Harvard University

#### Command Level Experience

City of East Palo Alto, CA	Chief of Police	June 2005 - Present
City of Oakland, CA	Captain	1999- 2005
	Inspector General, Area Commander, Criminal Investigations Commander	

#### Department Profile (Current)

Number of sworn personnel: Less than 100

Demographics: White 24%; Hispanic/Latino 14%; Asian 20%; Black 20%; Pacific Islander 8%; Native American less than 1%. 26% Female.

Budget: Less than \$9M

Collective Bargaining: Yes

#### Community Profile (Current)

Population: 32,784

Demographics: White 27%; Hispanic/Latino 59%; Asian 2%; Pacific Islander 8%; Black 23%; American Indian 1%. 48% Female

#### Community Profile (Previous)

Population: 397,067

Demographics: White 31%; Hispanic/Latino 22%; Asian 15%; Pacific Islander 1%; Black 36%; American Indian 1%. 52% Female

## **RONALD L. DAVIS**

**Goal:** *To obtain a Public Administration position of progressive executive responsibility*

### **Experience**

**Summary:** *More than 25 years of progressive experience in law enforcement, community policing, and collaborative public safety practices.*

#### **Chief of Police, City of East Palo Alto – 06/05 to Present**

- Worked closely with the mayor, city council, city staff, community, and numerous outside law enforcement and government agencies to dramatically reduce crime and violence in a city once dubbed the murder capital of the United States. Over the past 3 years, homicides are down 30% and overall crime is down 16%.
- Partnered with the California Department of Corrections and Rehabilitation (CDCR) to implement a model parole-reentry program that provides parolees with programming services, including jobs with the California Department of Transportation. The Department is the only police agency in California to operate a CDCR funded program. Program recidivism rates are less than 20%, which is dramatically lower than the state average of over 70%.
- Led an effective organizational reform and community policing effort that has increased public trust and confidence. Implemented "Chats with the Chief" and neighborhood Beat meetings to engage the community in effective problem-solving and crime-fighting. Established the Police Chaplaincy program to partner the police and faith community to more effectively deal with crime and violence.
- Restructured the Police Department to "Area Command" and implemented the CompStat process to enhance managerial and geographic accountability. Commanders have 24-hour responsibility for geographic areas of the City.
- Created the Crime Analysis Unit and obtained sophisticated crime-analysis software to track crime trends and patterns; conduct link-analysis, utilize predictive analysis, and provide commanders real-time crime data and intelligence to strategically deploy resources.
- Obtained close to \$15 million in grants and donations to implement progressive community policing initiatives, such as the parole-reentry program, the Graffiti Arts Projects, the Police Activities League, Project Safe Neighborhood, and Operation Ceasefire.
- Enhanced technology in the Police Department. Placed Mobile Digital Terminals (MDTs) in patrol vehicles that interface with the Records Management System; installed In-Car Video Cameras, and the first city in the United States to install the ShotSpotter gunshot detection system citywide.
- Enhanced organizational accountability. Revamped the citizen complaint process to ensure openness and accountability; instituted quarterly training and coaching sessions; initiated the "Cultural Competency" training series; implemented industry best-practices in the use of force, canine, racial profiling, and internal investigations. Civil litigation and claims are down by 40%.

- Formed private-public partnerships to enhance the capacity of the Department.

#### **Oakland Police Department - 08/85 to 06/05**

##### **Captain of Police**

- Served as Inspector General of the Department responsible for audits, inspections, and evaluation of the Department's efforts to comply with the Settlement Agreement; served as Area Commander responsible for collaborating and coordinating public safety services for over 120,000 residents; served as Criminal Investigations Commander responsible for all criminal investigations.

##### **Lieutenant, Sergeant & Police Officer**

- Served as Academy Director responsible for the Police Academy and in-service training; served as watch commander responsible for the supervision of 100 police officers on a shift. Assignments as sergeant and police officer include patrol, narcotics, special duty unit, field training and recruit training officer.

##### **Education/Training**

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- Bachelors of Science (B.S.) – Southern Illinois University (SIU)
- Graduate, Senior Executives in State and Local Government Program  
Harvard University's John F. Kennedy School of Government

##### **Special Expertise**

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- Served on two federal monitoring teams overseeing police-reform consent decrees between the United States Department of Justice (DOJ) and the Washington, D.C. and Detroit Police Departments.
- Served as a police-reform expert for the United States Department of Justice, Civil Rights Division, conducting "pattern and practices" investigations of police departments to assess unconstitutional practices. Served as a Senior Advisor to the Police Assessment Resource Center (PARC) and the Independent Counsel to the Los Angeles Sheriff's Department.
- Author of "Bias-Based Policing" and the co-author of the U.S. Department of Justice publication, "How to Correctly Collect and Analyze Racial Profiling Data: Your Reputation Depends on It". Contributing author to the Police Executive Research Forum (PERF) publication, "Chief Concerns: The Use of Force."
- Serves as a member of the prestigious Harvard University Executive Sessions on Policing funded by the U.S. Department of Justice. Sessions are designed to advance community policing and develop national best practices.

##### **Professional Certificates**

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- POST Executive, Management & Supervisory Certificates
- POST Basic, Intermediate and Advanced Certificates

##### **Professional Affiliations**

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- International Association of Chiefs of Police (IACP)
- California Police Chiefs' Association
- National Organization of Black Law Enforcement Executives (NOBLE)
- San Mateo County Chiefs of Police and Sheriff Association (SMCPSA)

**References available upon request**

Ronald L. Davis

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April 11, 2010

To Whom It May Concern:

Please accept this letter and attached resume as my formal application for the position of Police Chief for the City of Seattle. I am uniquely qualified for this position based on my extensive law enforcement experience spanning 25 years, including 20 years with the Oakland, California, Police Department and the past five years as Chief of Police for the City of East Palo Alto, California.

The experiences gained and successes achieved in Oakland and East Palo Alto have well prepared me for the current and future challenges facing Seattle. In Oakland, I obtained a breadth of experience serving in all aspects of police management, including Police Academy Director, Criminal Investigations Commander, Inspector General of the Department, and Area Commander of an extremely diverse precinct.

Prior to my appointment as Chief of Police in East Palo Alto, the city's crime rate was among the highest in the nation. In 1992, the city earned the dubious title of "murder capital" of the United States. In 2005, the city recorded the fifth highest murder rate in the nation. The Department was tarnished by high profile scandals, including the criminal indictment of numerous police officers, claims of retaliation against whistleblowers, lawsuits for harassment and misconduct, and scathing reports from the Grand Jury identifying significant operational and managerial deficiencies within the Department.

As Chief of Police, I worked in partnership with the mayor, city council, city government, the police union, outside government agencies, the media, and the community, to restructure the Department to Area Command and implement a reform effort that has: 1) dramatically reduced crime and violence; 2) improved police-community relations; 3) enhanced the professionalism and image of the Department; 4) enhanced the internal capacity of the Department, and 5) strengthened the Department's community policing efforts. Since 2007, murders are down 30% and overall crime is down 16%. Police and community relations have vastly improved and civil lawsuits are at historic lows.

I possess a demonstrated resourcefulness and ability in getting more done with less. In East Palo Alto, the Police Department's funding and officer-to-citizen staffing ratio was among the lowest in California. As Chief of Police, I was able to secure about \$15 million in grants and alternate funding to enhance the capacity of the Department and implement progressive community-policing strategies, such as the parole-reentry program, the Graffiti Arts Projects, the Police Activities League, Project Safe Neighborhood, and most recently, Operation Ceasefire. I also established strategic partnerships with local, county, state, and federal law enforcement agencies to compliment our staffing and enhance our policing efforts.

Because of these efforts, the Police Department's General Fund expenditures have remained static for the past four years while the level and quality of services provided increased, and the city's crime and violence dramatically decreased. In fact, the Police Department's General Fund expenditures for Fiscal Year 2009-10 were the same as Fiscal Year 2005-06.

Ronald L. Davis

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I have a unique expertise in organizational reform having served on two federal monitoring teams overseeing police-reform consent decrees between the United States Department of Justice (DOJ) and the Washington, DC, and Detroit Police Departments. I currently serve as a police-expert for the United States Department of Justice, Civil Rights Division, conducting "pattern and practices" investigations of police departments to identify unconstitutional organizational practices.

I also serve as a member of the prestigious Harvard University Executive Sessions on Policing and Public Safety – a national think tank funded by the United States Department of Justice. The Executives Sessions are comprised of leading police executives and scholars who work to identify and develop industry best practices and advance community policing.

I am confident that my experience, expertise, and demonstrated ability to effectively work with diverse communities to enhance public safety make me a "fit" for the current and future challenges facing the Seattle community and Police Department. I look forward to the opportunity to discuss my qualifications for this position.

Respectfully submitted,

Ronald L. Davis

**Provide a snapshot of who you are as a person and the kind of police leader you are.**

I must admit that I initially viewed the request to answer this question with strong sense of curiosity and a small touch of skepticism. However, as I looked deeper into the question it became clear that the answer would provide the search committee a more in-depth insight into me as a candidate and help identify whether I am a "fit" for the Seattle community. To understand who I am now, it is necessary to provide you a brief description of where I started. I come from humble beginnings in Philadelphia, PA. My father was a cop and my mother was a secretary. Because of their hard work and selfless sacrifice in providing for me, they taught me the core values of family, community, education and work. These values were reinforced during my tenure in the Air Force and are the same values I espouse today. In my personal life I embrace the more subtle joys of life such as going to dinner and the movies with my family, and attending events (especially community events) where I can spend quality time with my family, friends and community. I am a person who believes in social justice advocacy and seeks, in both my personal and professional life, ways to equal the playing field; especially in the administration of justice. I truly believe that one person can make a difference and that we must all strive to make that difference in our communities in our own way. I enjoy writing articles that spark thought and engages people in vigorous and respectful debate about social issues. I enjoy history, especially World War II and the American Civil Rights Movement, and I am a news junky that follows the ever changing political landscape of our country. Although I haven't done this as nearly as much as I use to or should, I enjoy weight-lifting and working out. In short, I am the type of person that works hard and deeply cares for his family and community. To me, my work is not a job; it is a calling and a way of life. I am extremely loyal to my community and department, however, I believe in the creed "Loyalty above all else, except Honor." Honor and integrity define my character and serve as my moral compass that I do not betray or compromise. I continually seek ways to give back to my community and I strongly believe in mentoring young professionals so that they can enjoy the same opportunities that I have been blessed with. The quote that best summarizes the type of person I am is from Albert Einstein: "Try not to be a man of success, but rather try to become a man of value."

In describing what type of police leader I am, I will start with the word "progressive". I do not believe that we have exhausted all of the good ideas in policing. Too often, however, the law enforcement industry is stuck on the past – because we've always done it that way – and operates more like a vocation rather than a profession. As a police leader I take it as my obligation to work to transform the industry into a profession; not just in the eyes of the industry, but for the community as well. This means the utilization of education and research to identify and develop best practices, and embracing a set of industry values that are non-negotiable. I am the type of police leader that continually challenges staff to dream more in order to achieve more and enhance the quality of service we provide to our community. In the words of John Quincy Adams, "If your actions encourage others to dream more, learn more, do more and become more, you are a leader." I encourage vigorous debate in making long-term decisions and believe that is my responsibility as a police leader to train, guide and develop my staff. It is equally important for me to show my staff that we, in working with the community, can overcome all of the challenges we face. As a police leader I am not just a leader in my department and community, I am also a leader in my industry. I participate in national think-tanks at Harvard University and the University of California, Berkeley, and participate in national projects with the United States Department of Justice to advance community policing. My participation in these projects also brings credit to the outstanding men and women of my Department and the great community we serve. I am passionate about community policing and embrace the notion that the police can and must be aggressive against crime without being abusive to its community. I am an extremely persuasive leader who has garnered wide support from the community and knows how to create synergy within varying stakeholders groups. As a police leader I often challenge my industry when it comes to social justice issues such as racial profiling, disparate incarceration rates, police legitimacy, and police misconduct. I do not embrace the concept that arrests are the key tool in crime-fighting. Nor do I prescribe to the belief that putting more cops on the street is the answer to all challenges. As a police leader, I have been able to do more with less and prove, with measurable success, that community policing and problem-solving are the most effective tools in fighting crime and achieving community satisfaction.





## **Semi-Finalist Essay Responses**

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City of Seattle

**Essay responses for Police Chief Candidate:**

**Ronald Davis**

### **Question #1**

*The City of Seattle is facing a \$50M budget shortfall in 2011. This makes efficient use of resources an even greater operational imperative. In your current (or most recent) position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?*

This question reveals the sobering reality that the economic crisis facing this nation has changed the definition of successful police leadership. The police chief of today must possess skills beyond traditional competency and learn a new language when it comes to budgeting and staffing. No longer can we simply throw money at problems. The chief must be able to get the job done with the resources they have, and supplement those resources through grants, private-public partnerships, and strategic relationships with the community and other government agencies. This requires creativity, innovation and the use of technology and best-practices to increase organizational effectiveness and efficiency.

During my tenure as the East Palo Alto police chief, I have clearly demonstrated these skills and the resourcefulness and expertise in getting more done with less. When I was appointed chief of police, the city faced the 2<sup>nd</sup> highest murder per-capita rate in California and the 5<sup>th</sup> highest rate in the nation. The Police Department was among the lowest funded and staffed police agency in the state; staff morale was extremely low, and public trust and confidence in the police had been severely diminished by several high profile scandals. My challenge was to develop a strategy to improve police-community relations and dramatically reduced crime and violence while operating in a fiscally challenging environment. I accomplished these goals by focusing on the following key areas:

#### **Alternate Funding**

Working with the Mayor, City Council and City Manager, I secured about \$15 million in grants and alternate funding to implement progressive community policing initiatives, such as the Parole-Reentry Program (also known as the Community-based Coalition); the Graffiti Arts Projects, the Police Activities League, Project Safe Neighborhood, Operation Ceasefire, and other youth and anti-gang programs. The majority of these grants involve police-community partnerships that strengthen relationships and focus on the root causes of crime. A few of these programs are now recognized as national models. Because of these grants, the Police Department will be able to fund at least 10% of its staffing to grants and reduce its projected overtime expenditures by over 30% in Fiscal Year 2011.

#### **Private-Public Partnerships**

I established partnerships with private corporations who purchased firearms, ballistic vests, video cameras, recorders, lockers, and other safety equipment for the Department. These donors also transformed a 1500 square foot modular unit to a fully functional Wellness Center equipped with a state-of-the-art gym equipment, flat-screen televisions and sound systems, and sleeping quarters for officers who work overtime or need rest before going to court. The Department is in the process of forming a Police Foundation and has received support from at least two Fortune 500 companies.

#### **Increase the Use of Technology**

Using federal grants, the Department purchased the ShotSpotter gunshot detection system to respond to and investigate shootings. East Palo Alto is the first city in the United States to implement the gunshot detection system citywide. The system has resulted in numerous firearms arrests and has aided the Department in homicide and assault investigations. The Department also purchased, via grants, crime analysis software to better track crime trends and patterns and provide real-time crime data so the Department can strategically and effectively deploy its limited resources. This system also allows community members to track crime in their neighborhood and receive email alerts. The Department now utilizes an online crime reporting system that has resulted in a 25% reduction in calls-for-service which provides officers more time for problem solving and allows for more strategic deployment of resources. Using a risk-management grant, the Department installed video cameras in all patrol vehicles to reduce citizen complaints and civil claims and litigation.

### **Strategic Law Enforcement Partnerships**

By establishing strategic partnerships with local, county, state and federal law enforcement agencies, the Police Department was able to implement strategic enforcement programs, such as:

- “Project Safe Neighborhoods”. This program involved enforcement operations with numerous law enforcement agencies that resulted in key arrests and weapons seizures.
- “Operation Disrupt and Dismantle”. The Department partnered with 14 law enforcement agencies to dismantle one of the city’s most notorious gangs. A member of this gang was recently convicted of killing East Palo Alto Police Officer Richard May in the line of duty.
- The Department partnered with the California Department of Justice (DOJ) to conduct special gang and narcotics investigations resulting in numerous arrests of mid-level drug dealers.
- “Operation Impact”. The Department partnered with the California Highway Patrol and numerous local police agencies (neighboring jurisdictions) to conduct anti-gang efforts. This effort was critical in stemming a spike in violence that occurred in early 2009.
- “Operation Crackdown”. The Department partnered with the FBI to conduct an intensive 18-month investigation that dismantled one of the most violent gangs in the Bay Area. Over 40 gang members were indicted. It was the largest multi-agency gang operation in Bay Area history.

### **Strategic Community Partnerships**

The Department also partnered with numerous community and faith-based organizations to implement intervention and prevention programs such as:

- Gang Resistance, Education And Training (GREAT). Officers provided a 13-week curriculum in the schools. Over 250 kids have graduated from this program.
- Parole-Reentry Program. The Police Department secured a grant/contract with the California Department of Corrections to partner with local community and faith-based organizations to provide parolees programming services designed to reduce recidivism. This includes funding for a job program with the California Department of Transportation.
- Project Safe Neighborhoods (PSN). As part of this grant, the Police Department sponsored an annual Youth Summit with over 150 youth in attendance.
- Police Chaplain Summit. The Department works with faith-leaders to identify long-term solutions to violence and garner support from youth in the community.
- Anti-Graffiti Campaign (in coordination with Public Works and Community Services). Graffiti has been removed from over 150 locations in the City.
- Graffiti Arts Project. The Department received a grant from the Department of Justice to partner with the Mural, Music and Arts Project (MMAP) to implement an anti-graffiti campaign.
- Youth Court. The Department is working with the East Palo Alto Youth Court to provide juvenile first-time offenders alternatives to incarceration and provide much needed social services.

### **Strategic Planning**

To increase efficiency and reduce costs, the Police Department must have a clear vision for the future and a plan on how to achieve that vision based on existing and projected resources. I engaged staff in a formal strategic planning process to produce a 3-Year Strategic Plan that has enabled staff to identify tenable goals and objectives and keep the Department focused on its priorities and not waste resources.

### **Closing**

Despite our tight fiscal constraints, the Department has worked effectively with the community to achieve five primary goals: 1) dramatically reduced crime and violence; 2) improved police-community relations; 3) enhanced the professionalism and image of the Department; 4) enhanced the internal capacity of the Department, and 5) strengthened the Department’s community policing efforts.

Since 2007, murders are down 30%, overall crime is down 16%, and police and community relations have vastly improved. Yet, the Police Department’s budget has remained static for the past four years. In fact, the Police Department’s General Fund expenditures for Fiscal Year 2009-10 are the same as Fiscal Year 2005-06. This represents a significant budget reduction considering cost of living increases.

## Question #2

*Over ninety percent of the personnel in the Seattle Police Department are represented by a union. Under Washington State law changes to work conditions are generally subject to collective bargaining. In your current (or most recent) position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decision?*

Upon my appointment as Chief of Police, the City Manager and City Council provided me a clear mandate to adopt community policing and establish an organizational structure that supports this effort and enhances the Department's accountability to the community. After extensive research and careful consideration, I decided to implement the Area Command structure, which is a progressive policing structure that has been adopted in cities across the nation, such as Washington, DC, Richmond, CA, and most recently, Oakland, CA. The Area Command structure provides both **"Managerial" and "Geographic"** accountability and allows the Department to utilize the CompStat (Computer Statistical) process to measure success.

In order to implement the Area Command structure, the Department had to eliminate the traditional "Division" structure and the Lieutenant classification. Instead of three lieutenants in charge of three Divisions, the Department now has two captains (one captain in charge of each Area) and a civilian Administrative Services Manager to oversee the critical administrative and support functions of the Department. The civilianization of the administrative function of the Department was necessary to address the severe administrative deficiencies noted in previous management studies. Below is a list of the benefits of Area Command:

- Flattened the organization
- Enhances community policing and crime reduction efforts
- Makes Department more responsive to community
- Provides both "Managerial and Geographic" accountability
- Strengthens internal capacity and operational systems
- Enhances managerial accountability through the use of Captains (managers operating with increased responsibility and greater accountability) versus lieutenants
- Provides for succession planning. The use of captains that serve as Area Commanders are more qualified and prepared to assume the duties of police chief
- Increases the administrative capacity of the Department
- Increases Department's ability to obtain and maintain grants
- Reduces Costs

I worked closely with the Police Officers Association (POA) and the civilian union in developing and implementing this model. I conducted several leadership retreats with members of the POA, civilian union and supervisory and management staff. I also attended roll-calls to discuss Area Command and answer questions from staff directly. The new Area Commanders and I provided update training as part of the Department's quarterly training sessions.

I also sent numerous officers and civilian employees to conferences including the Community-Oriented Policing (COP), Problem-Oriented Policing Conference (POP), the International Association of Chiefs of Police (IACP), and National Organization of Black Law Enforcement Executives (NOBLE) conferences to learn more about community policing, problem solving, and to get an opportunity to talk with agencies that use the Area Command structure. The Department's transition to Area Command was also incorporated into the Department's annual goals and objectives.

Because I involved the unions in the Department's reorganization and conducted extensive outreach and information sharing sessions throughout the Department, the POA provided its unwavering support for the reorganization. In fact, the POA president provided her support publicly at the City Council meeting in which the Area Command structure was presented and approved.

This support was obtained despite the fact that the restructure plan represented significant change and would result in the elimination of the Lieutenant classification.

I believe the key to working effectively with the POA and all collective bargaining units is communication. I meet with the POA monthly to discuss issues, share ideas and information, and receive unfiltered feedback from the rank and file. Within the past five years I have not received a grievance related to working conditions or a personnel transfer.

Most recently I engaged the POA to garner support for the adoption of the Advanced Community Policing (ACP) concept and to start the national accreditation process with the Commission on Accreditation for Law Enforcement Agencies (CALEA). Using a similar process, I engaged the unions in a dialogue during my monthly meetings and as part of our formal strategic planning process. In fact, I presented the ACP idea during the strategic planning sessions, which allowed the group to decide whether to incorporate it as part of the 3 Year Strategic Plan. The concept was adopted and is now incorporated in our strategic plan.

As part of our strategic plan, we also crafted a Vision statement that identifies our desire to become "...nationally accredited agency and industry leader." Again, through open communication with the unions, the Department did receive support for the accreditation process. The POA President asked to attend a CALEA conference in Utah with the Department's Accreditation Manager to learn more about the process and identify the role of the POA in this process. Both attended this conference and they are working together to develop an accreditation plan. We recognize that throughout this process we will have to conduct several "Meet and Confers" because some of our new policies and practices will impact working conditions. However, I am confident that we will be able to work together and resolve all differences because the unions are stakeholders in this endeavor. Numerous union members have even volunteered to serve on CALEA committees. It is clear that this endeavor represents a joint-venture.

Recently the Department received a grant to implement Operation Ceasefire – also known as the Boston Gun Project. The Department created a specialized unit called the Violence Interdiction Team (VIT) to serve as the enforcement "levers" and strategically target violent offenders. The current collective bargaining agreement with the POA requires the Department conduct a "meet and confer" when developing a specialized unit to determine if that unit is eligible for incentive pay. This was accomplished with little fanfare and the unit is in operation.

The effective police chief must be able to work with the unions and maneuver successfully amid rigid collective bargaining agreements. Respecting the union, its focus and obligations, and negotiating in good faith are critical to effective relationships. This is not to suggest that the chief seek union approval for management decisions nor does communicating with the union weaken the management team. It does suggest that the chief recognize the leadership role the unions do play in the organization, and that the role be used to accomplish the mission and benefit the staff and the community.

For example, after transitioning the Police Department to Area Command I had to hire two new police captains. Although this position is an at-will classification, I decided to use a competitive process and invite the police union to participate in the selection process. The candidates were also required to appear before a panel of city department managers that involved civilian unions as well. This allowed me to assess whether a candidate could effectively work and communicate throughout city government and with civilian and sworn unions.



**Question #3**

*How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?*

The first step in addressing racial and social disparities in policing is to understand that they actually exist. Too often, law enforcement denies this reality and retreats to a defensive posture whenever the hint of race is mentioned. Consequently, we fail to learn from our mistakes and miss opportunities to engage the community in proactive dialogues rather than reactive debates. To simply bury our heads in the sand hoping that nothing happens to bring the issue of "race" to the forefront is dangerous and places the organization, city and community at risk.

As the police chief in one of the most diverse communities in the United States, I have obtained an authentic and in-depth understanding of these issues and possess an expert ability to face them in an effective and tempered manner. I have linked police and race relations to community policing and the Department's ultimate effectiveness. Through the strategic planning process I have been able to focus the Department on the concept of Advance Community Policing (ACP) which requires the police and community to establish strategic partnerships that focus on the root causes of crime. ACP also requires the community to gain an even higher level of trust and confidence in the police. It is therefore critical that the Department work with the community to remove the historic barriers to public trust and confidence such as police and race relations; especially in diverse communities.

I have established an organizational tone against discrimination. This was accomplished through organizational policies, practices and training, and the establishment of the "Five Deadly Sins": Untruthfulness, Discrimination, Brutality, Retaliation Against a Witness, and Accepting Gratuities. Any violation of these deadly sins results in the immediate recommendation for termination. I also established a model anti-racial profiling policing that also requires stop-data collection. The Department is in the process of forming a stakeholder group to partner with researchers at Stanford University to conduct data analysis. The Department has also reinforced the focus on racial parity through its hiring and promotional process. We have one of the most diverse police departments in the country.

In 2009, the Police Department launched the Cultural Competency Training series for all police department personnel. The purpose of this training is to provide staff training on the varying cultures in our community and allow staff and the community to engage in meaningful dialogue with the leaders from these cultures. The first session involved the then-Mayor, who is Hispanic, and a panel of Latino community leaders including representatives from Community Legal Services and the Mexican Consulate to discuss Latino Culture and specific issues facing this segment of our community.

The second Cultural Competency Training session focused on the African American community. The present mayor, who is African American, convened a panel of African American community leaders to discuss issues facing this segment of our community. Staff also received training on the American Civil Rights Movement and the role the police played in segregation. This provided staff a better understanding of the existence and impact of generational mistrust. The third Cultural Competency Training Session is scheduled for June and will focus on the Asian/Pacific Islander community. These trainings also include a cultural lunch in which the community provides staff a taste of their culture and history.

The Police Department also conducted a Youth Summit hosted by the Police Chaplains and Police Explorers in partnership with the local youth and numerous community and faith-based organizations. The issue of racial profiling and disparate incarcerations rates were discussed during this summit.

In December 2009, a neighboring police chief made a comment that all blacks in the downtown area of that City should be stopped because of a recent spike in robberies involving black males. Obviously this statement was inappropriate and constituted racial profiling.

Because of the proximity of this city to East Palo Alto, and what many residents described as decades of racial profiling by this police department, emotions ran extremely high. Over 300 residents marched from the East Palo Alto city hall to this jurisdiction. What was extremely revealing was that the group invited the Police Department to participate in its planning meetings for the march and made a specific request that “their” police department escort them into the neighboring jurisdiction and stay with them during the march. This reflected a level of trust and comfort that had been established based on our outreach efforts.

One month later, an unarmed black youth was shot in the back and killed on camera by a transit police officer. Both of these incidents sparked racial strife and brought the issue of police and race relations to the forefront. Although neither of these incidents occurred in East Palo Alto, I called a special community meeting to tackle this issue head-on. I advised the community that I wanted to talk about these incidents and provide them an overview of their Departments policies and procedures regarding racial profiling, the use of force, and overall police accountability. I also wanted to hear directly from them about concerns they may have regarding racial profiling, excessive force and police misconduct.

Another way in which I have addressed the issue of disparate incarcerations rates in through our parole reentry program. The Department received a \$3.5 million grant from the Department of Corrections to implement a program that focuses on jobs and reducing recidivism rates. My Department is the only police agency in California to operate such a program. This program has been embraced by staff and the community. Both groups understand that one of the key benefits of this program, other than lower crime rates, is the reduction of disparate incarcerations rates of young men of color.

I recently distributed a paper entitled “Police and Race Relations – the New Dialogue” in which I discuss the controversy surrounding the recent arrest of Harvard University Professor Henry Louis Gates by the Cambridge Police Department. I believe this incident underscores the complex, emotional, and challenging nature of police and race relations. The Gates’ incident revealed the divide that remains with regards to police and race relations despite the significant advances made over the past 30 years and the election of President Obama. In many ways, this incident removed the false sense of racial harmony that followed the historic election. Most Americans viewed the election of a black President as significant progress in race relations; however, defining what this progress represents is where the views differ.

For many non-minorities, the election signaled the end to the lingering effects of slavery, segregation and our troubled history with regards to police and race relations in this country. In other words, if we have a black president why do minorities still view the Gates’ arrest (and other similar issues) through a race-based lens? For many minorities, however, the election represented a different progress – it increased their entitlement to the American dream, lowered their level of tolerance with regards to racial discrimination, and increased their outrage with police abuse of people of color. In other words, if we have a black president why am I still being stopped and abused by the police?

For some, these differing views were masked by the adulation of the election until the Gates’ incident sent them on a collision course and sparked an old debate centered on the question of who’s right, who’s wrong. To improve police and race relations within my community I have created venues in which the police and community engage in a “new dialogue” that transcends that question. By its nature, the answer to who’s right suggests that someone must be wrong. Thus, the debate is limited to legality and fails to address the issue of legitimacy for which there is a distinct difference. Legality simply requires the police action to comply with existing law. Legitimacy, however, requires that action meet a higher standard and achieve public approval.

Using this framework has allowed my Department and our community to engage in a dialogue about race relations and ask a different question: How do we enforce the law impartially while achieving legitimacy? The answer to this question not only addresses police and race relations; it is the basis for “advanced” community policing and effective crime-fighting strategy.